

Agency Strategic Plan

Virginia Employment Commission

Agency Mission, Vision, and Values

Mission Statement:

The Virginia Employment Commission's mission is to promote economic growth and stability by delivering and coordinating workforce services to include:

- Policy development
- Job placement services
- Temporary income support
- Workforce information
- Transition and training services

To accomplish our mission, we will:

- Partner with our stakeholders
- Develop and empower staff
- Improve our processes
- Embrace innovative solutions and technologies
- Continually renew our organization

Agency Vision:

Virginia Employment Commission: Virginia's first choice for Workforce Services

Agency Values:

- **Ethical – Conform to professional standards of conduct.**
 - Be honest in word and action
 - Treat others with respect
 - Conduct business fairly and with integrity
 - Develop trustworthy relationships
- **Achieving – Make a worthwhile contribution to society. Meet the needs of customers.**
 - Identify customer expectations
 - Deliver on commitments when promised
 - Take initiative, with a clear business purpose in mind
 - Pursue work with energy, drive, and a need for completion
 - Adapt to varying work situations by being flexible and innovative in resolving issues
 - Seek to improve business processes
 - Participate in community service
- **Purposeful – Have a clear sense of purpose. Evaluate results and activities compared to established goals, objectives, and performance measures.**
 - Be accountable for work, actions, and behaviors to attain business results
 - Align individual, team, and VEC goals
 - Seek ways to combine efforts to address common issues
 - Pursue opportunities for continuous quality improvement
 - Define and solve problems
 - Consider costs, benefits, and risks when making and implementing decisions
 - Use time and resources wisely
 - Set direction for the future as well as the present
- **Fulfilling – Create an environment for meaningful work, where individual, team, and VEC contributions are recognized, valued, and rewarded.**
 - Develop mutual trust among employees and other stakeholders

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- Communicate openly, directly, frequently, and tactfully
- Participate in decision-making
- Encourage sharing of ideas
- Continuously learn and develop as individuals, as teams, and as an organization
- Share knowledge with others up, down, across, and outside the VEC
- Create short-term and long-term wins
- Celebrate and reward success
- Commit to continuous learning to promote the development of transferable job skills
- **Balanced – Concern for the needs of communities, customers, employees, and other stakeholders.**
 - Respond to external and internal forces affecting the work environment
 - Assess impact of decisions on others
 - Maintain a healthy balance between work and other life interests
 - Foster healthy lifestyles
 - Make confident decisions by using VEC values as a guide
 - Contribute to the community
 - Respond to emotional needs surrounding change
- **Secure – Provide a safe and secure work environment.**
 - Consider safety and security in all actions and decisions
 - Account for and protect physical assets and property

Agency Executive Progress Report

Current Service Performance

The VEC measures its service performance through performance measures tied to its mission and strategic goals and objectives. The VEC is in transition as a result of federal initiatives and state statutory changes. The revised mission and first goal will be reflected in Major Initiatives and Related Progress and Future Direction, Expectations and Priorities.

The VEC mission for this reporting period was to promote economic growth and stability by delivering workforce services to include: economic information; temporary income support; job placement services; and brokering transition and training services.

The first goal is to redesign business processes and service delivery systems. The first objective is to develop Call Centers to provide greater efficiencies and economies of scale to improve customer service for Unemployment Insurance (UI). UI objectives are to: alleviate hardship for the unemployed; prevent unemployment; promote reemployment; and serve as a counter-cyclical stimulus for the economy. The VEC undertook a dramatic redesign of the service delivery system for major components of the UI program. The cornerstone of the redesigned system is the Customer Contact Center, a multimedia approach, which allows customers to conduct business by telephone, Internet, voicemail, email and facsimile. A state-of-the art Call Center opened in Grundy, Virginia just before the onset of 2004. A second Call Center recently opened in South Boston in May 2005. During 2004, 105,075 calls were made to the center and 42,467 new claims were processed.

Overall, the VEC processed 303,136 initial claims for UI, issued over 112,000 non-monetary determinations, paid a total of \$385,345,358 in state UI benefits, and collected \$533,659,251 in tax revenues. Approximately 82,000 UI initial claims were filed via the Internet in 2004. The measure of success for this activity is the VEC's ability to meet the quarterly USDOL standard for prompt payment of UI claims which is 87%. The current VEC performance is 87%.

The next objective is to plan and implement the Mid Atlantic Career Consortium (MACC) information system for Workforce Investment Act (WIA) and Job Service (JS) tracking and reporting. The MACC was dissolved during 2005 after partner states withdrew or terminated participation in the consortium. The Virginia

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Workforce Network Information System (VWNIS) project replaced MACC in the provision of management information system, case management, and reporting capabilities. Virginia Workforce Network user groups were developed to jointly determine problematic areas, and a thorough review of the system has been made to determine performance capabilities. Enhancements were made based upon user input and expressed needs. The User Group and Project Manager have also worked together to determine needs that may not be met by the system, and to observe other systems that may better meet WIA user and business needs.

The next goal is to assist the Governor in the development and implementation of the Virginia Workforce Strategy. The first objective was to continue to work with other state agencies and partners to implement the Workforce Investment Act through the Virginia Workforce Council (VWC). In Virginia, this local service delivery system is called the Virginia Workforce Network. Under the direction of the VEC, 17 Workforce Investment Boards (WIBs) operate 41 comprehensive Virginia Workforce Network Centers, which operate a 3-tiered service strategy for workforce core, intensive and training services. VEC local offices represent 30 of the comprehensive Virginia Workforce Network Centers. The VEC also operates workforce satellite and information centers as its other Job Service locations. Additionally, reemployment and training services are provided for dislocated workers, who lose their jobs due to plant shut downs or company downsizing. Some of these services (rapid response) are provided prior to employee layoff, once the VEC receives the notice of layoff from the company. The VEC conducted 166 Rapid Response sessions for 18,611 dislocated workers. The measure of performance for this activity is the adult entered employment rate, which was 73% for Program Year (PY) 04.

A second key activity is staffing the Virginia Workforce Council (VWC) and developing statewide workforce policy. In PY 04, the Virginia Workforce Council issued policies, which strengthened the foundation of the workforce system. A major effort was the development of unified, quality-based assessment tools to allow for a unified set of standards across the state (Tier I standards). As a result, 24 comprehensive Virginia Workforce Network Centers received Tier I certification and 12 of these centers were VEC Virginia Workforce Network Centers.

Another objective under this goal is to provide comprehensive and timely workforce and labor market information to support all of Virginia's workforce activities. The Virginia workforce and labor market information system is an essential part of the economic infrastructure, providing information about employment, jobs, and workers to a wide range of users. The VEC collects, analyzes and publishes data for use by employers, job seekers, policy makers, analysts, economic developers, economists and planners. The State Data Center, which develops Virginia's population projections and is the repository of census information, is another of the VEC's economic information programs.

In 2004, the VEC issued 24 press releases covering unemployment rates and nonagricultural wage and salary employment. The VEC worked closely with the Virginia Commission on Military Bases (COMB) by assisting with the analysis of the Department of Defense (DOD) expenditures in Virginia. The VEC prepared economic impact studies on the value of Fort Lee and the Defense Supply Center to the Richmond area economy in preparation for the 2005 Base Realignment and Closure (BRAC) process. The measure of success for this activity is the computation and release to the public of the statewide unemployment rate and the rates for all Virginia cities and counties that is done according to the schedule established by the USDOL.

Another goal is to continue to deliver outstanding agency programs. The objective is to maintain efficient and timely services to the largest workforce labor exchange in the Commonwealth in order to match employers needs with qualified applicants. The Job Service (JS) provides services to job seekers and employers. Services available to workers include job referral and placement, referral for training and job search skill building. The VEC leverages resources to administer the Trade Adjustment Assistance Program (TAA), the Work Opportunity Tax Credit Program (WOTC), non-agricultural Alien Labor Certification Program and the Migrant and Seasonal Farm Workers Program. Veterans receive VEC services through Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOP) representatives.

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Services available to employers are job screening and referring applicants for job vacancies and providing critical labor market information for business and economic planning. The VEC also started four Business Resource Unit (BRU) pilot sites. Staff have developed expertise with the leading industries and businesses within the geographical areas and become account representatives acting as a single point of contact for recruitment and other business needs. In 2004, the VEC registered 347,326 job seekers for the JS, posted 57,649 job orders from employers representing 170,876 job openings, made 521,273 referrals to employer job openings. The VEC placed 15,911 veterans in employment. The VEC also made 9,578 on-site employer visits and 23,202 telephone contacts to promote job development and job placements, provided reemployment workshops for 4,611, enrolled 2,163 individuals for TAA training, referred 11,889 jobseekers for WIA services, issued 9,093 WOTC certificates, processed 8,546 non-agricultural Alien Labor certificates and referred 9,018 migrant and seasonal farm workers to agricultural employers, who hired 8,061 of those referred. The measure of success for this activity is that 224,301 customers entered employment, 42,662 were employed at JS registration, 181,639 were unemployed at JS registration and 105,607 remained employed after 6 months, i.e., the entered employment rate was 59% and the six month retention rate was 84%.

The next key activity is Administrative Law. The VEC operates a two-tiered appellate system that ensures receipt of fair and impartial hearings and appeals by claimants and employees. Typically, the Office of First Level Appeals will decide between 20,000 – 25,000 cases a year. First Level Appeals issued approximately 22,000 appeals decisions in 2004. The Office of Commission Appeals decided approximately 3,500 cases in 2004. One promptness standard established by DOL is for 80% of the First Level Appeals to be decided within 45 days of the appeal. Current VEC performance is 83.2%.

Productivity

The VEC had two goals related to productivity. One goal is to improve interagency communications with internal and external customers. Another goal is to develop a high performance and customer-focused agency workforce prepared to meet the challenges of the changing work environment.

The VEC's productivity has increased markedly over time. The VEC has experienced cuts in WIA and JS funds for the last four years and is in the middle of a major downsizing effort. The VEC is providing increased and more efficient services with fewer employees and resources, reflecting increased productivity.

In the area of Customer Service, bandwidth was increased for the local offices to improve response time for staff and citizens using the Resource Rooms at the local offices, thereby enhancing efficiency and productivity. The VEC fully redesigned the Workforce and Labor Market Information area of the VEC web site to provide dynamic information, displayed through online applications for Unemployment Insurance related data, primarily for employers to improve service delivery to these customers

The VEC expects that by the end of 2005, 60% of all UI claims will be filed either telephonically or via the Internet, which substantially expands accessibility to VEC services to more citizens using fewer resources. The VEC also implemented its Spanish version of the Claims Interactive Voice Response to improve customer service to Spanish-speaking customers.

In the area of Information Technology, the VEC developed a web-based forum to display information on mass layoffs and plant closings, which had previously been hard copy documentation distributed only by request. The forum allows the public to access the information in a user friendly and efficient manner. The VEC's participation in the nationwide Wage Record Interchange System (WRIS) is a new effort to allow the VEC to obtain UI wage records on individuals employed in other states, thus resulting in a more efficient use of available funds. The VEC redesigned the ALEX (America's Labor Exchange) application used by VEC customers for job search purposes, which provides better and faster job information for citizens searching for jobs. The VEC has developed a Cross Match with DMV to assist in authenticating UI claimants prior to filing their initial claim. This has improved security and reduced fraudulent claims.

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Major Initiatives and Related Progress

The VEC as the administrative agency implemented the WIA in 2000. The WIA does 5 things: (1) it creates a state workforce investment system; (2) it creates a local one-stop career service delivery system; (3) it creates 3 local programs (Adult, Dislocated Worker & Youth); (4) it amends 3 other federal statutes – Adult Education & Literacy, Wagner-Peyser and the Rehabilitation Act; and (5) it creates national programs, such as workforce programs for Native Americans and Youth Opportunity Grants. Therefore, the WIA is not a program, based on traditional concepts of narrowly focused program interventions.

The WIA also creates a State Board (Virginia Workforce Council), which directs and guides the development and implementation of the state workforce investment system and the local workforce service delivery system. By state statute, the VEC is staff to the State Council.

During the first two years of WIA implementation, the VEC focused mainly on its grant recipient and oversight responsibilities. However, a 2002 JLARC workforce training report called serious attention to the lack of workforce system building in Virginia and the VEC's role in particular. While the JLARC report findings indicated systemic problems beyond the VEC's control, it made various recommendations on how the VEC could improve on its responsibilities in the system and assist the local Workforce Investment Boards, in this regard. Additionally, the US Department of Labor's national and regional offices have pushed the VEC to be more systemic in its approach to its statutory responsibilities.

In July 2003, Governor Warner hired a Special Advisor to the Governor for Workforce Development and the 2004 General Assembly codified this position. This position was charged with the responsibility of coordinating the development of the state workforce system and working with the Virginia Workforce Council, in this regard. The VEC, under the direction of the Secretary of Commerce and Trade, provided the major staff support for this Office.

The Virginia Workforce Council (VWC) expects and the VEC has performed in its staffing and operational capacity as a systems agency. By default, with 7 partner programs, the VEC is thrust into a systems building role with implementation responsibilities. These series of events have markedly shifted the VEC's mission and focus. Additionally, the expectation of the VEC's customers and stakeholders has changed to reflect a more systems response to the labor market.

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Virginia Ranking and Trends

Virginia was 1 of 6 states selected to participate in the National Governors Association's 2-year Workforce Policy Academy. VEC submitted the application and participated as a member of the State Core Team. The State Core Teams from 6 states participated in policy academy meetings and a series of cross-state learning networks to develop and test new strategies for addressing major policy challenges confronting systems supporting workforce development. Through the Academy, states shared lessons learned with other states to advance broader policy and system reforms.

The VEC, representing Virginia, was 1 of 20 states awarded a Reemployment and Eligibility Assessment (REA) Grant. The objective of the grant is to achieve faster reemployment for Unemployment Insurance (UI) claimants, shorter claim durations and fewer erroneous payments by strengthening the claimant connection to in-person reemployment services, and accelerating the timing of those services so they occur closer to the time of the initial UI claim. The REA Grant only applies to UI claimants who file their claims remotely (e.g., by telephone or Internet). Filing remotely is the reason why they need to be reconnected to in-person reemployment services in One-Stops. The VEC works with approximately 10,000 UI claimants in 8 field offices. Claimants are scheduled for a one-on-one assessment early in their unemployment period. The assessment involves a joint claimant/staff review of unemployment and job service data for accuracy and eligibility, use of local labor market information to assist the claimant in finding appropriate employment, a review of job search skills and development of a plan with referrals to additional reemployment services provided by the VEC or partner organizations.

VEC instituted a pilot program for the establishment of "Business Resource Units" in 4 field offices throughout the state, with a goal of providing better employer services to the business community, thus returning UI claimants to work sooner. Objectives include the increase of placements, savings to the trust fund, a reduction in the number of weeks filed by claimants and an increase in wage and tax dollars generated. First year results were extremely impressive in the four pilot offices. Results were: (1) Job listings up 27.3%; (2) 24.5% increase in customers returning to work after receiving VEC services; (3) Estimated trust fund savings of \$2,388,946; and (4) Estimated new wages generated in the economy of \$24,618,204.

VEC was selected along with Nebraska, North Carolina, Rhode Island, Texas Utah, & Washington to develop an automated detection system that could be used by all the states to detect employers manipulating their tax rate to reduce the amount of taxes they pay. This experience moved the VEC to the forefront in preparedness for the required implementation of the system that was developed. VEC staff gained first hand knowledge from the process and were in position to meet US Department of Labor requirements for implementation of this system.

As the economy in Virginia fluctuates, so does the demand for the job placement services rendered by VEC. With the unemployment rate relatively low in the majority of the state, there is an increased demand on the VEC to provide recruitment assistance to employers. However, there are still areas of the Commonwealth where businesses are cutting back and closing their doors due to a variety of factors. In these areas there are increased demands for transition services for job seekers and assistance in finding the next job. VEC must balance these demands of its customers.

Virginia anticipates adding approximately 1,500 new employers to the state during CY 2006 and CY 2007. Virginia's economic assumption indicates that professional and business services, supported by defense and homeland security, will increase by 3.0% in CY 2006 and 2.9% in CY 2007. A large amount of building activity is expected, so construction employment will grow by 3.5 % in CY 2006 and 1.3% in CY 2007, further boosted by preparations and renovations for the 400th anniversary of Jamestown in CY 2007. Nonagricultural employment should grow by 1.2% in CY 2006. The manufacturing industry will continue to experience the loss of jobs and a major airline failure could cause more loss of jobs in Virginia. The anticipated improvement in the economy will reduce the number of claims filed. This could result in a lower tax rate for employers beginning in 2007 and improved solvency of the UI Trust Fund. The Unemployment Trust Fund should begin to increase its solvency. As Virginia continues to bring new businesses to the state the number of unemployed workers should decrease.

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Services to employers, concerning unemployment claims, will be increasingly performed in the Customer Contact Centers, as the agency reduces the number of field offices, throughout the state.

Customer Trends and Coverage

As the VEC embraces more of its system building responsibilities, the General Assembly, the Governor, relevant Cabinet Secretaries, and WIBs will have higher expectations of the agency and the Virginia Workforce Network Centers. A major marketing effort for the Virginia Workforce Network will also increase employer, incumbent worker and job seeker demand. The Customer Contact Centers and Internet Services will increase customer satisfaction and expand the customer base.

Anticipated Changes in Customer Base

The VEC's participation in the Prisoner Reentry Initiative will increase ex-offender demand on agency services. Additionally, the VWC recently decided to increase the workforce systems focus on the hard-to-serve populations, as one of the policy priorities. This will expand services at VEC Virginia Workforce Network Centers for a population that has barriers to employment and requires more resources and time to enter the labor market, thereby affecting performance of the Centers.

The VEC will serve as the point agency for developing a data warehouse for the VWC state system performance measures and in developing an alternative Virginia Workforce Network Information System. Other state workforce programs will join the VEC as warehouse users and as partners in an integrated client case management/reporting system. This will place new demands on the VEC IT efforts and expand customers to include the mandatory federal partner programs.

Improving and expanding the web-based applications for customer access to services and data will increase customer use and expand the base.

Future Direction, Expectations, and Priorities

The VEC will increasingly take the lead in state workforce matters. The key principles in building the workforce system are: flexibility in responding to the labor market needs; streamlined services; empowering customers; universal access; stronger private sector role; and greater state and local accountability. Services must be streamlined by integrating multiple employment and training program service delivery through the Virginia Workforce Network Centers. The VEC operates 6 (the most of any state agency) of the mandatory federal programs that must participate in this workforce service delivery arrangement. Additionally, the UI services are a mandatory program, administered by the VEC.

With the increasing Congressional, General Assembly and Gubernatorial interest in workforce system building and program consolidation and coordination, the VEC must be responsive to these issues and directives. The VEC must examine its internal organization in regards to systems building, upgrade its application systems, diversify and expand the funding base, and increase the number of VEC comprehensive Virginia Workforce Network Centers. A culture of quick responsiveness and pro-active problem solving must be cultivated to address the changing labor market and employer needs in the 21st century.

The VEC has an electronic registration system for employers that also allow them to pay taxes on line. This is a joint effort with the Department of Taxation. In an effort to reduce annual expenditures of several hundred thousand dollars for maintenance, the VEC will develop a new system with money obtained through the federal Supplemental Budget Request process, to replace this with a system that is much more affordable.

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Impediments

Reduced funding from WIA, Wagner-Peyser (JS), LMI and UI and reductions in the VEC workforce will require revisions and acceleration of the agency's internal workforce and career development plans.

HJR 713, a State Subcommittee Study to study the need for greater consolidation or coordination of the workforce development and training resources available in the Commonwealth could dramatically affect the VEC, depending on whether there are recommendations in the 2006 General Assembly Session and whether the recommendations call for a consolidation or coordination approach to workforce system building.

Passage of WIA reauthorization at the federal level may repeal the Wagner-Peyser Act, which authorizes and discreetly funds the JS and combine these funds into a single funding stream with the WIA Adult & Dislocated Worker programs. The effects on the VEC will depend in large part on the authority given the Governor and whether funding is directed to the state or local level. Because Wagner-Peyser is the second largest funding source for the VEC service delivery structure, elimination of funding will result in further closings of VEC local offices.

Agency Background Information

Statutory Authority

Job Placement Services (47001)

Virginia Unemployment Compensation Act, Section 60.2-113 (Employment Stabilization) – Directs the VEC to establish a viable labor exchange system to promote maximum employment for the Commonwealth of Virginia with priority given to those workers drawing unemployment benefits.

Wagner-Peyser Act of 1933 – Directs the establishment of a national network of public labor exchange offices operated by the States, but funded by the Federal government through the United States Department of Labor.

Workforce Investment Act of 1998 – Establishes a framework for the seamless delivery of workforce services to businesses and citizens from federally funded workforce agencies through a network of one-stop locations.

Migrant and Seasonal Agricultural Worker Protection Act – Establishes guidelines and regulations for processing agricultural and seasonal job orders, and for registering farm labor contractors and their employees.

Small Business Job Protection Act of 1996 – Federal legislation that provides tax relief for small businesses to protect jobs, to create opportunities, to increase the take home pay of workers, to amend the Portal-to-Portal Act of 1947 relating to the payment of wages to employees who use employer owned vehicles, and to amend the Fair Labor Standards Act of 1938 to increase the minimum wage rate and to prevent job loss by providing flexibility to employers in complying with minimum wage and overtime requirements under that Act.

Trade Adjustment Assistance (Trade Act of 1974, as amended) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries.

North American Free Trade Agreement (NAFTA) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, specifically Canada and/or Mexico.

Job for Veterans Act – Federal legislation that provides guidance on regulations that require priority of service to military veterans by US Department of Labor-funded workforce programs.

Job Counseling, Training, and Placement Services for Veterans (38 U.S.C. 4100) – Establishes the organization structure for the delivery of employment services to military veterans.

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Immigration Reform and Control Act of 1986 – Federal legislation that was passed to control unauthorized immigration to the United States. This is the legislation that established the “I-9” process.

Worker Adjustment and Retraining Notification (WARN) Act – Federal legislation that offers protection to workers, their families, and communities by requiring notice 60 days in advance of covered plant closings and covered mass layoffs. “Rapid Response” services are automatically triggered by WARN.

Unemployment Insurance Services (47002)

Social Security Act of 1935 (42 U.S.C. § 500 et seq.)

Virginia Unemployment Compensation Act (Section 60.2 Code of Virginia)

Federal Unemployment Tax Act (26 U.S.C. § 3300 et seq.)

Workforce Development Services (47003)

Public Law 105-220 Establishes the Workforce Investment Act of 1998 and the required programs and services that are to be delivered by States.

20 CFR Part 652 sets forth the attendant rules and regulations for use by States in implementing and administering the Workforce Investment Act.

§ 2.2-2670 of the Code of Virginia gives responsibility for the implementation of WIA in Virginia and staffing of the Virginia Workforce Council to the Virginia Employment Commission.

Title 38 of the United States Code, Chapter 41, governs the operations of the nationwide Employment Service agencies in serving as contractors for the national programs of Disabled Veterans' Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER).

Public Law 107-288, signed by the President in November of 2002, amends Title 38 to revise and improve employment, training and placement services to veterans.

The Trade Act of 1974, as amended (P.L.93-618, as amended) by the Trade Act of 2002 (P.L. 107-210)

Public Law 100-379 (29 U.S.C. §2101 et. seq.), The Worker Adjustment and Retraining Notification Act of 1988

Workforce Systems Organization Services (47004)

P.L. 105-220, Section 106 establishes the purpose of the Workforce Investment Act (WIA), which is to provide workforce investment activities, through statewide and local workforce investment systems. Further, Section 111 provides that the Governor shall establish a State Workforce Investment Board to assist in the development and continuous improvement of a statewide system of workforce activities to be carried out through a one-stop delivery system (Virginia Workforce Network).

Section 121 of P.L. 105 provides that the following federal programs are mandatory partners in the one-stop delivery system: Wagner-Peyser; Trade Adjustment Assistance; Veterans Employment & Training (E&T); WIA Title I Adult, Youth & Dislocated Worker Programs; Unemployment Insurance; Adult Education & Literacy; Title V of the Older Americans Act; Carl Perkins postsecondary Career & Technical Education; Community Services Act E&T; Title I of the Rehabilitation Act; and HUD E&T activities. Further § 2.2-2670 of the Code of Virginia add TANF/VIEW and Food Stamp E&T as mandatory partners in the state’s one-stop system. The VEC administers 7

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of these mandatory partner programs.

Section 301 of P.L. 105, provides that all job search, placement, recruitment, labor employment statistics, and other labor exchange services authorized under the Wagner-Peyser Act, shall be provided as part of the one-stop delivery system.

§ 2.2-2669 of the Code of Virginia establishes the Virginia Workforce Council as the State WIA Board and as a policy council to assist the Governor in meeting workforce training needs in the Commonwealth. This statute also designates the VEC as staff to the Council as directed by the Secretary of Commerce and Trade.

Further, § 2.2-2670 provides that the Secretary of Commerce and Trade, and at his direction, the VEC is responsible for the coordination of the Virginia Workforce Network and the implementation of the WIA. The VEC serves as fiscal agent for the Council and the WIA.

§ 2.2-435.3 of the Code of Virginia establishes the responsibilities of the Governor's Special Advisor for Workforce Development, whereby the VEC provides extensive staff support for the Special Advisor's Office specifically as it relates to developing and assisting in the implementation of workforce policies and plans and recommending revisions to program direction to further the effective coordination of workforce and career development resources.

Economic Information Services (53402)

Title 60.2 of the Code of Virginia, The Virginia Unemployment Compensation Act, sets forth the responsibilities for this service area of the agency. Section 113 establishes requirements to coordinate and conduct labor market information research studies, programs, and operations, including the development, storage, retrieval, and dissemination of information on the social and economic aspects of the Commonwealth and publish data needed by employers, economic development, education and training entities, government and other users in the public and private sectors. Section 114 establishes requirements for employer records and reports.

29 U.S. Code, Section 2 authorizes the collection of labor market information in cooperation with the Bureau of Labor Statistics.

The Social Security Act of 1935 and the Federal Unemployment Tax Act are the sources of statutory authority for the unemployment insurance system and establish the framework for administering and financing the UI system

Wagner-Peyser Act, 29 U.S.C. 49, as amended by the Workforce Investment Act of 1998 establishes the requirement to collect, analyze, and disseminate information on State and local employment opportunities and other appropriate statistical data related to labor market dynamics, as part of a U.S Department of Labor nationwide employment statistics system and as part of the One-Stop customer service system. This includes statistics on employment and unemployment status of national, state, and local populations; industrial distribution of occupations, current and projected employment opportunities, wages, benefits, and skill trends by occupation and industry; and statistical data on workers displaced by permanent layoffs and plant closings.

Workforce Investment Act: Section 127 establishes the parameters for the distribution of funds at the national level to fund WIA Title I-B Youth programs. Section 128 establishes the requirements for allocating WIA Title I-B Youth funds to the local workforce areas and for use in statewide activities. Section 132 establishes the parameters for the distribution of funds at the national level to fund WIA Title I-B Adult and Dislocated Worker programs. Section 133 establishes the requirements for allocating WIA Title I-B Adult and Dislocated Worker funds to the local workforce areas and for use in statewide activities.

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Customer Base:

Customer Description	Served	Potential
Employer	172,785	179,000
Employers Receiving Rapid Response Services	115	230
Federal, State, and Local Government Entities	302	400
General Assembly	40	140
Governor	1	1
Incumbent Workers	3,800	10,000
Job Seekers	340,000	500,000
Local Elected Officials	200	900
Local partners	100	400
Rapid Response Participants	11,800	23,600
Secretaries of Education, Health & Human Resources and Public Safety	3	3
Secretary of Commerce & Trade	1	1
State partners	5	15
State, regional & local economic development professionals	50	150
Trade Act Participants	6,895	139,661
Unemployed Worker	303,136	3,674,434
US Department of Labor (National and Regional)	2	2
Veterans Program Participants	42,531	786,359
Virginia Workforce Council	29	29
Workforce Investment Act Adults	4,950	375,564
Workforce Investment Act Older Youth (18-21)	946	23,972
Workforce Investment Act Younger Youth (14-18)	3,478	47,463
Workforce Investment Boards (WIBs)	17	17
Workforce Investment Act Dislocated Workers	4,902	139,661

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Anticipated Changes In Agency Customer Base:

Employers:

Virginia anticipates adding approximately 1,500 new employers to the state during CY 2006 and CY 2007. Virginia's economic assumption indicates that professional and business services, supported by defense and homeland security, will increase by 3.0% in CY 2006 and 2.9% in CY 2007. A large amount of building activity is expected, so construction employment will grow by 3.5 % in CY 2006 and 1.3% in CY 2007, further boosted by preparations and renovations for the 400th anniversary of Jamestown in CY 2007. Nonagricultural employment should grow by 1.2% in CY 2006. The manufacturing industry will continue to experience the loss of jobs and a major airline failure could cause more loss of jobs in Virginia. The anticipated improvement in the economy will reduce the number of claims filed. This could result in a lower tax rate for employers beginning in 2007 and improved solvency of the UI Trust Fund. As Virginia continues to bring new businesses to the state the size of the workforce will increase. Services to employers, concerning unemployment claims, will be increasingly performed in our Customer Contact Centers, as the agency reduces the number of field offices, throughout the state.

Job Seeker:

The number of customers accessing job placement services should increase as technology is employed to make such access easier and unrestricted by location and traditional office hours of operation. The diversity and the spectrum of customers should also increase.

There is also likely to be a greater focus on increasing the services provided to participants that are hardest to serve. These individuals typically have a higher service cost based upon greater needs, thereby limiting the numbers served. This must be balanced with a continued demand to serve and better link with the economic development community.

Unemployed Worker:

Historically as the economy improves, the number of unemployed workers is expected to decrease, resulting in fewer unemployment claims being filed. This should result in the unemployed worker returning to the labor force more quickly and a reduction in the average number of weeks that they are paid benefits. Service to the unemployed worker will be increasingly performed using the Internet and by telephone, with our Customer Contact Centers, as the agency reduces the number of field offices, throughout the state.

The Base Realignment and Closure (BRAC) process also has the potential to increase the demand for workforce development services, as Virginia's significant civilian workforce that supports the Military is likely to be impacted. The extent is not yet known until the BRAC recommendations are final. Preliminary numbers as of June 13, 2005, indicate some 19,000 civilian job losses will occur as an end result of BRAC.

While the number of workers filing regular state unemployment claims is expected to decrease, the ongoing impact of foreign trade on several areas of Virginia's economy has resulted in an increase in the number of Trade Act claims filed. This, in turn, has increased the overall amount of Trade Act benefits paid to those workers who have been displaced due to the impact of foreign trade.

Multiple Customers:

The WIA reauthorization bill calls for more services for the disabled, hard-to-serve small businesses, and greater collaboration with Small Business Development centers. This will affect state workforce policies and service strategies and interventions at the local level.

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Due to new data systems such as the Skills-Based Projection System and Local Employment Dynamics (LED)—On the Map and existing data systems such as VELMA and LED, the customer base is expected to continually increase.

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Agency Partners:

Business organizations, such as Chambers of Commerce, and others

Dept. of Business Assistance

Dept. of Housing and Urban Development

Economic Development

Economic Development Partnership

Employer Advisory Committees (EACs)

Federal Agencies that oversee mandatory state partners

Federal Reserve

Governor

Internal Revenue Service

Local Elected Officials

Local Government Entities

Local school systems

Local Workforce Investment Boards (17)

Migrant and Seasonal Farmworker Advisory Board

Nine State Agencies that partner in the One Stop Delivery System (DRS, DBVI, DSS, DOE, VCCS, DHCD, DOA, DOLI and DBA)

Other Governmental Agencies

Other States

Secretary of Commerce and Trade

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State and local economic development offices and agencies

State Employment Security Agencies nationwide

State Legislature

U.S. Department of Labor

Universities

Veterans Employment and Training Services (VETS) for Virginia

Virginia Department of Social Services

Virginia Department of Taxation

Virginia Workforce Council

Voluntary local and state partners in workforce development

Examples of voluntary partners include, but are not limited to: Faith-based organizations; Economic development agencies and organizations; Veterans organizations, such as VFW, American Legion, DVA, and others

Workforce Investment Act One-Stop Centers

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Agency Products and Services:

Current Products and Services

As the lead agency for workforce systems development, the Virginia Employment Commission provides strategic business services to employers and job seekers, who have universal access to a myriad of workforce services that assist in both securing and retaining employment, or in finding qualified workers to fill jobs. Workforce system building efforts and service delivery are provided in the context of the important link with economic development. At the direction of the Secretary of Commerce and Trade, the VEC also provides policy development, forecasting, and technical support to the Virginia Workforce Council.

The Virginia Employment Commission provides a number of strategic business services such as:

STRATEGIC PLANNING TO CREATE SYSTEMS CHANGE

Led by the Secretary of Commerce and Trade and the Virginia Workforce Council, the VEC and other state agencies form teams to provide technical assistance, data analysis and consultation to local WIBs for environmental scanning and strategic planning. The VEC also engages in internal strategic planning. A major goal of the planning is designed to link workforce development strategies with economic development initiatives, such as

- Identification, development & implementation of sectoral and industry cluster strategies.
- Biennial workforce & economic development summit and other collaborative educational efforts.
- Innovative strategies for meeting the workforce needs of new & existing business.
- Workforce & economic development regional strategies targeted to high-growth industries.

WORKFORCE SYSTEMS POLICY DEVELOPMENT

The VEC develops systems policies, which impact more than one partner program and support a culture of integration lead by the Virginia Workforce Council and the three Secretaries whose programs are mandatory partners in the workforce system. The VEC also directs a myriad of “pilots and demonstrations” among the WIBs and local partners and contracts for studies to explore optimum service strategies to meet customer needs. The VEC monitors and responds to federal legislation impacting workforce systems.

SUPPORT TO THE OFFICE OF THE GOVERNOR’S SPECIAL ADVISOR FOR WORKFORCE DEVELOPMENT

The VEC provides staff support for all critical efforts of the Special Advisor’s Office, such as developing local governance standards, WIB appointment criteria and Virginia Workforce Network minimum standards. VEC staff serves on teams and work collaboratively for this Office in various capacities, such as working on the Career Readiness Certificate, and revised local planning guidance.

LINKAGES WITH MANDATORY AND OPTIONAL WORKFORCE SERVICE DELIVERY PARTNERS

Lead by the Secretary of Commerce & Trade, the VEC works with the mandatory partner programs and respective Secretaries to provide crosscutting guidance, policies and training initiatives. An example is the State Memorandum of Understanding (MOU) developed for the Secretaries of Commerce & Trade, Education and Human Resources, which sets forth the terms of agreement for cooperation and consultation with regard to the implementation of the WIA by the partner programs in Virginia and provides a model for local MOU preparation. Monitoring, assessment and revisions of program integration efforts is required.

CAPACITY BUILDING

Through training and contracting for training, the VEC provides technical assistance, professional development opportunities, informational seminars, annual meetings, and conferences for the workforce system. The purpose is to build the capacity of the key players in the workforce system to ensure

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consistency Center staff competency, appearance, delivery of quality services and accountability across the state. The key players are: Virginia Workforce Council; state staff; state partners; local Workforce Investment Boards (WIBs); Local Elected Officials (LEOs); Virginia Workforce Network Center staff; Youth Councils; local partner programs; and local economic development professionals. A variety of mediums and methods are used to reach the widely diverse audiences and different levels of expertise. The VEC also developed the marketing RFP for the Virginia Workforce Network.

WORKFORCE INFORMATION SERVICES

The VEC provides Workforce Information Services as a product that is available to the general public, Governor, Virginia Workforce Council, Local Workforce Investment Boards, State Agencies, U.S. Department of Labor (USDOL), and other governmental entities. Workforce Information Services, includes the following:

The operation of a shared management information system. The management information system is customer focused with data collection as a by-product of service delivery. This system contains operational data used by the workforce system, such as job orders, case notes, jobseekers, employers, program information, and labor market information. This system maintains the most current, up-to-date workforce information. By sharing data, a citizen or employer, will only have to register once within the workforce system and would be able to receive services via any one-stop center, the Internet, or using the VEC's Customer Contact Center.

The provision of workforce reporting services. Informational reports, such as performance reports and customer satisfaction surveys, will be produced on a periodic basis. The purpose of these reports is to gauge how well the workforce system is performing within the Commonwealth. These reports are made available to the general public, Executive Branch, Virginia Workforce Council, Local Workforce Investment Boards, and other governmental entities.

The provision of communications between state and local workforce system programs. The VEC serves as the information hub for Workforce Services program information for the Local Workforce Investment Boards and other state agencies.

WORKFORCE AREA DATA COLLECTION AND ANALYSIS

Workforce information products and services focuses on activities in six high-priority activity areas: (1) populate the ALMIS database; (2) produce long-term state- and regional-level industry and occupational employment projections and short-term state-level forecasts; (3) develop occupational analyses products; (4) provide information and support to state and local Workforce Investment Boards (WIBs); (5) maintain and enhance electronic state workforce information delivery systems; and (6) support state workforce information training activities. The ALMIS database for Virginia (Virginia's Electronic Labor Market Access – VELMA), allows employers, WIBs, agencies, and workers to obtain more in-depth information for formulating plans, curriculums, career decisions and work/training opportunities. The long- and short-term industry and occupational employment projections are often used to assist clients/students in making career, education, and training choices. Additionally, the VEC develops the US DOL Workforce Information Core Products & Services Plan in conjunction with the Virginia Workforce Council.

Products developed to provide information and support to state and local WIBs, specifically, are: Community Profiles-Demand Planning- an accurate, valid, and consistent document that fulfills state/federal mandates for strategic planning and decision-making; and the Local Employment Dynamic Pilot Project: gives aid to WIBs, economic developers, and business in their efforts to expand Virginia's industry base and strengthen competitiveness. It allows users to analyze business, applicant and commuting patterns, and aids in establishing a better economic picture of an area. Specialized reports, graphs, and charts are developed upon request. These may include GIS maps, statistical data, and analysis of specialized areas of study. Impact studies, outlook reports, and studies of specific occupations or industries (i.e. Virginia Nurse's Study) are also available by request.

WORKFORCE DEVELOPMENT

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The VEC actively supports and participates in the creation of a statewide system of comprehensive and satellite one-stops that will result in employers, workers, and job seekers having a single point of entry for workforce and career services. Currently (July 2005) 30 of the 40 VEC Workforce Centers are designated as comprehensive centers, 2 are designated as 'emerging centers', and 4 others are designated as satellite centers, for a total of 36. Therefore 90% of VEC Workforce Centers are direct service delivery sites in the statewide one-stop workforce service delivery system. Thru these 36 sites and the 4 non-designated VEC Workforce Centers customers have access to a range of services.

VEC as a lead partner in the state workforce system in addition to WIA Title IB programs administers the following critical employment and training programs:

Job Service (JS);

Unemployment Insurance (UI), including the work search;

Reemployment Services Orientation (RSO) program and Reemployment and Eligibility Assessment (REA) program for UI claimants;

Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) programs;

Trade Act program;

Rapid Response program to deliver assistance to employers and workers experiencing layoffs;

Work Opportunity Tax Credit (WOTC) and Welfare-to-Work Tax Credit (WtWTC) program; and

Migrant and Seasonal Farm Workers (MSFW) and Agricultural Placement Program.

Services are delivered thru a 3-tiered service strategy for labor exchange Job Service services and VEC administered programs for employers, workers, and job seekers. The levels include: (1) self-service, (2) facilitated self-help services, and (3) staff assisted services. Levels (1) and (2) are generally offered thru well-equipped and resourced Resource Rooms and via the Internet. Our Automated Labor Exchange (ALEX) provides a search capability for statewide listings of job openings and is accessible from our Resource Rooms and via the Internet. All other VEC sponsored web accessible information systems are available on the VEC website.

Employers and job seekers have universal access to a myriad of services from VEC that assist in both securing and retaining employment, or in finding qualified workers to fill job vacancies. These services are available to employers and job seekers at no cost.

Employers have access to the state's largest pool of qualified workers and job seekers and related services to support their workforce and economic development needs. Such services include:

- Assistance in finding qualified workers, including job listing and applicant screening services;

- Providing and coordinating interview facilities;

- Participate in, provide information on, and provide referral to business start-up, retention, and expansion services;

- Information on and referral to customized training programs;

- Information on labor markets, workplace accommodations, and tax credits for new hires.

- Opportunities for individual attention network of Tax Representatives located in our local offices throughout the state. This can include education in employers' obligations under federal and state laws regarding unemployment insurance to ensure employers are knowledgeable and positioned to operate their businesses to meet these requirements.

- Convenient on-line services for registering and quarterly reporting through Ifile/Ireg systems, as well as, mail process;

- Opportunity to have on-site mass claims taking for the convenience of their employees and their business operations;

- Information briefings, assignment of workforce transition teams, layoff aversion strategies and assistance with setting up an on-site Resource Center.

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Workers and Job seekers have universal access to services designed to prepare them for job search, job advancement, and/or career change. Veterans of military service who are seeking employment receive priority consideration in these services. Such services include:

- Access to the state's largest database of job openings;
- Job, career, and skill self-assessment tools and other assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers; and
- Information on and/or direct assistance obtaining occupational and on-the-job training available through the system.
- Convenient user-friendly service for unemployed workers to have claims for unemployment compensation processed through the Internet, through either of two Customer Contact Centers, or through our network of local offices throughout the state. Further, efforts are made to continuously increase the quality of service delivery by providing timely handling of claim eligibility issues and the prompt payment of benefits when due. Additionally, prompt, convenient information on the status of claim activity is provided to the unemployed worker through a telephonic Interactive Voice Response system.

Additionally, customers of the Virginia WORKforce Network centers are provided core services including Job Placement and Unemployment Insurance Services, along with core services of other partner agencies.

For WIA Adults and Dislocated Workers, Trade Participants and Veterans, when it is determined through initial assessment that the individual is unable to obtain/retain employment through core services, these intensive services will be provided based upon established policies on priority of services. These intensive services include:

- Comprehensive and specialized assessments of skill levels and service needs that may include diagnostic testing and in-depth interviewing to identify employment barriers and employment goals,
- Development of an individual employment plan to identify the employment goals and appropriate combination of service for the participant to achieve the employment goals,
- Group counseling,
- Individual counseling and career planning,
- Case management for customers seeking training services, and
- Short-term prevocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training.

In addition, Veterans are provided with outreach activities for the purpose of locating candidates who could benefit from intensive services and market these services to potential clients in programs and places such as the following:

- Vocational Rehabilitation and Employment (VR&E)
- Homeless Veterans Reintegration Project (HVRP).
- Department of Veterans Affairs (VA) hospitals and Vet Centers.
- Homeless shelters
- Civic and service organizations
- Partners through the Workforce Investment Act (WIA) □□□□
- State Vocational Rehabilitation Agencies
- Capacity building of other service providers and awareness of Veterans Programs □ Advocacy services for Veterans

When it has been determined, by interview, evaluation or assessment or case management, that these

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individuals are unable to obtain/retain employment through intensive services, they are provided training services to include one or more of the following:

- Occupational skill training, including training for non-traditional employment,
- On-the-job training,
- Programs that combine workplace training with related instruction, which may include cooperative education programs,
- Training programs operated by the public and private sector,
- Skill upgrading and retraining,
- Entrepreneurial training,
- Job readiness training,
- Adult education and literacy activities provided in combination with other skill training services listed above, and
- Customized training conducted with a commitment by an employer or group of employers to employ those who successfully complete training.

Youth are provided the following:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services;
- Summer employment opportunities that are directly linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours; supportive services;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- Follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Individuals losing their job in a mass layoff situation are provided WIA Rapid Response services such as:

- Job Search Assistance, which may include accessing community resources, job application and resume preparation, assessing accomplishments and skills, resume development lab, interviewing skills, effective interviewing techniques, practice interviewing lab and coping with job loss. These services are available through Rapid Response in a group format.
- Assistance in coordinating the mass filing of Unemployment Insurance claims and the registration for Job Services.
- Labor Market Information, including Emerging and Demand Occupations. Job Postings are also made available through multimedia and technology.
- Group Stress Management Seminars available on a regular and/or as needed basis. The focus of these seminars will be to develop strategies for managing the stress associated with job loss, its impact on the family unit and on maintaining community relationships.
- Group Financial Management Seminars primarily focus on assisting affected workers in developing financial planning skills in order to maintain household and consumer finances. A specific focus is on negotiating manageable payment schedules with mortgage, finance and various lending institutions.

ECONOMIC AND WORKFORCE INFORMATION

Our Economic Information Services Division provides a number of products and services such as:

Collect and report to the Bureau of Labor Statistics the following labor market information:

- Local Area Unemployment Statistics

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- Covered Employment and Wages
- Current Employment Statistics
- Occupational Employment Statistics and Wages
- Mass Layoff Statistics

Lead state agency in federal-state State Data Center cooperative program. The VEC's State Data Center is a repository of census information and develops Virginia's population projections.

Compile and transmit approximately 42 federally mandated UI reports to the U.S. Department of Labor.

Update and maintain the Labor Market Web Site, Virginia's Electronic Labor Market Access System (VELMA), and ALMIS database:

- The Labor Market Information Web Site includes the monthly unemployment press release, the monthly nonfarm employment press release, occupational wage sources, population projections, Virginia's Top 50 Employers, Characteristics of the Insured Unemployed, Industry by Size, Unemployment Insurance Payments, Local Employment Dynamics Program, Community Profiles, 2000 Census Data, Affirmative Action Planning Data, various publications, and a link to the VELMA system.
- The VELMA system is designed to provide access to various elements of labor market information collected and stored in Virginia's database, which is structured around the ALMIS (America's Labor Market Information System) data format. The information helps gauge Virginia's status in areas such as economic development, career counseling, curriculum development, creation of training programs, and community growth studies.

Develop and distribute the following publications/products:

- Monthly Unemployment Press Release and Jobs Press Release
- Virginia Economic Indicators: A quarterly publication that depicts the movement of Virginia's key economic indicators in graphic and tabular form with accompanying narrative analysis.
- Economic Assumptions for the United States and Virginia: An annual publication with economic forecasts and reviews of recent trends for the nation and state.
- Occupation Guide: Electronic formatted description of approximately 200 occupations. The information given for each occupation includes related codes (CIP and O*Net/SOC); occupation description; related occupations; hiring industries; related studies; occupational projections and wages for the State, MSAs, and the 17 WIAs; KSA; licensing information; and general occupational duties.
- Mid-Atlantic Guide to Information on Careers (MAGIC): The new version of the MAGIC tabloid includes more information on Rapid Response and Dislocated Workers, in addition to the standard career development and job hunting information pertinent to all WIA clients in Virginia.
- Community Profiles: The graphic overview of economic and demographic information now includes reports for the 17 workforce investment areas in addition to the 134 counties and cities, and the MSAs.
- The Forum: A quarterly newsletter that contains information on training, new and upgraded products, an order form for products, and informational articles, graphs and charts. It is sent out to each of the WIBs.
- Virginia Job Outlook: Contains data on occupations with the greatest number of annual openings broken out by education level. The annual number of openings and the average annual salary are given for the top 15 occupations in each education level.
- Virginia Business Resource Directory: A comprehensive guide to the types of assistance available to current and prospective business owners. This publication focuses on the key business areas of management, money, and marketing.
- Virginia Labor Market Information Directory: This directory is a list of publications, newsletters, summaries, career development products, and data delivery systems available at the VEC.
- Top 50 Employers: A listing of the fifty largest employers in each workforce investment area is produced on a quarterly basis, along with birth/death information on businesses.
- One page facts sheets for: Education Pays (illustrates the relationship between education, earnings, and

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unemployment); Eight Keys to Employability; Jobs with Fast Growth, High Pay, and Low Unemployment; and the Ten Most-Wanted Skills.

- High School Graduate vs. High School Dropout bookmarks and pocket resumes are updated each year and sent to the WIBs to be handed out to clients.
- Three posters have been developed, produced, and distributed, upon request, to WIBs: Workplace Skills Needed, Interview Tips, and Visualize: Starting Your Own Business.

Perform economic analyses and studies:

- Determine areas of substantial unemployment for the State and WIBs.
- Determine WIA Funding Formula Allocations.
- Conduct surveys including customer satisfaction survey and employer benefit survey.
- Develop, produce, and distribute Industry and Occupational Employment Projections on State and WIB level.
- Conduct analyses for WIB Demand Plans.
- Use new skills-based projections system to identify skills supply, demand and potential gaps.
- Perform analyses of military base closings.
- Conduct economic impact studies using IMPLAN model.
- Conduct UI Trust Fund analysis and provide legislative support.
- Prepare workload projections.
- Provide support and analysis for profiling program.
- Conduct geo-coding of local offices, UI recipients.
- Conduct agricultural wage surveys and compile the data to calculate prevailing wage data for each agricultural activity in each geographic area and to produce reports for ETA.

Develop material and give presentations to various workforce and economic development professionals.

Staff various workforce committees and organizations and attend associated meetings.

Manage the National LMI Training Institute, which provides workforce and labor market training to the LMI and WIB personnel.

Factors Impacting Agency Products and Services

REDUCTION IN FEDERAL FUNDING

The challenges of diminishing resources as the dollars allocated by the U.S. Department of Labor are reduced for the programs of the VEC will impact the services available from the Agency. Reduced funding will provide a significant challenge to maintaining a high level of customer service as resources diminish. Current and projected reductions in federal administrative grants will affect VEC products, services, and manpower. In light of this challenge, VEC is aggressively pursuing alternate sources of revenue, such as grants. Additionally, the VEC is developing strategies to streamline the delivery of services and to explore alternate ways of delivering services. The successes of these efforts will result in the ability of VEC to deliver workforce services to customers at the highest degree.

As need continues to exist for services in an environment of shrinking funding levels, it can be expected that the relationships between partner agencies will move more towards increased integration of services and resources. Stakeholder expectations for access to a wide-range of services will increase as the workforce system matures.

INCREASED DEMAND FOR SERVICES

Statewide marketing of the workforce system is expected to increase employer, workers and job seeker demand for services. Additionally, the reauthorization of the WIA will place greater demands on the system. Requests for VEC products and services will continue to expand as Internet use and the need for more localized, detailed and up-to-date workforce information continues to grow. In addition, the

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affects of the Base Realignment and Closure (BRAC) process may place additional demand for workforce development services to serve civilian individuals who lose their jobs as a result of military realignment.

Capacity building needs are expected to increase as the Virginia Workforce Council place a greater emphasis on system building results, Center staff certification, accountability and the next levels of certification for Virginia Workforce Network Centers. In order to create a data warehouse to support the eight “system performance measures” adopted by the Virginia Workforce Council, the Council or the Secretary of Commerce & Trade must direct the VEC to take the lead in the data sharing and system access agreements that will be required of multiple state agencies.

CHANGES IN EXPECTATIONS

Potential changes in federal legislation could also have an impact on products and services. The Workforce Investment Act of 1998 (WIA) is up for reauthorization in Congress, and the resulting legislation may further impact the resources available to VEC to deliver job placement services. The WIA reauthorization bills require partner fund sharing to support the Virginia Workforce Network infrastructure. This will provide an integrated funding structure for administration of the Virginia Workforce Network.

The Virginia General Assembly has authorized a study of the delivery of workforce services in the Commonwealth that may impact the programs and services that are delivered by VEC. This study will be reported to the General Assembly before they reconvene in January 2006.

As the economy in Virginia fluctuates, so does the demand for the job placement services rendered by VEC. With the unemployment rate relatively low in the majority of the state, there is an increased demand on the VEC to provide recruitment assistance to employers. However, there are still areas of the Commonwealth where businesses are cutting back and closing their doors due to a variety of factors. In these areas there are increased demands for transition services for job seekers and assistance in finding the next job. VEC must balance these demands of its customers.

Increasingly in the last three administrations, each new Governor has extended the expectations of the workforce system regarding the state’s economic development strategic plan. We anticipate that the next Governor will understand the critical link between supply and demand. Additionally, the new Secretary of Commerce & Trade plays a key role in the state leadership and momentum of the development of Virginia’s workforce system.

RETIREMENT OF KEY STAFF

VEC, like nearly all other agencies and many businesses, is facing the retirement of long-term, key staff as the “baby-boomers” approach retirement age. The successful transfer of knowledge and expertise to the next generation of agency leaders is critical to the Agency’s ability to fulfill its mission and objectives.

AGE OF AUTOMATED SYSTEMS

The VEC is further challenged by its aged automated systems, which make positive changes to its systems very difficult and often impossible.

Anticipated Changes in Agency Products and Services

SERVICE DELIVERY METHODS

While products and services to the public are likely to remain unchanged, the delivery methods are likely to change. To the extent that one stop center locations are determined by local boards, service delivery mechanisms may change throughout the year, which may require relocation of staff or out-stationing of staff to ensure that products and services remain available for customers. VEC will aim to consolidate efforts where possible in order to eliminate redundancy and to more efficiently and effectively deliver

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services to all customers. In addition, we continue to explore and develop self-help services for employers and job seekers who need minimal staff assistance to satisfy workforce service needs.

The Virginia Workforce Council will continue to lead the drive for the “system and integration” message as the underpinning for Virginia’s workforce system. We can expect more interest and emphasis on integrated web sites, marketing materials and incentives for services integration and regional cooperation.

With the infrastructure costs of the Virginia Workforce Network being shared between all of the partners, it will be easier to foster other methods of service integration, such as service delivery organization, embracing the Virginia Workforce Network brand and consistent messaging to the system and the public. We will encourage the utilization of the LMI Institute to the fullest extent for workforce and economic development-related training.

As noted in the prior section, discussions and debates in Congress and in the Virginia General Assembly could significantly impact the products and services of the VEC, and the method of delivering these products and services. The leadership of the Agency remains focused on the vision, mission, and objectives of the organization, but with the greatest degree of flexibility and adaptability possible.

The WIA reauthorization bills improve the relevance and level of services in the workforce system with economic developments. The different philosophical foundations of workforce and economic development expand this challenge. The new Governor and Secretary of Commerce & Trade will be key in continuing the measured progress between these two functions.

ADDITIONAL AUTOMATION OF SERVICE DELIVERY

VEC continues to explore technology to the fullest extent possible to allow employers and job seekers to access the job placement services of the Agency. Changes in technology such as new methods for UI filing and job service registration may also impact service area locations.

Financial and human resources are not unlimited, however. It is projected that despite dwindling resources, VEC will serve an ever-increasing number of customers. This will place a heavier demand on existing staff. Given this condition, the use of available technology will be maximized. We will continue to update and provide more data on the web site as demand for products and services continue to grow. The VEC will also continue to participate in the development of and training in new data systems as customers continue to demand more and different information. We will establish online seminars (webinars) to use for training workforce and economic development professionals.

ADDITIONAL PRODUCTS AND SERVICES

The VEC will add additional products and services to the Workforce System Organization Services service offering. The new product of operating of a workforce decision support system will be added to our service offering. A data warehouse will be implemented that will contain recent and historical workforce information. The data warehouse will allow decision makers to analyze the performance of the workforce system (all of the partner programs) within the Commonwealth against common measures. Decision makers, such as the Governor, Virginia Workforce Council, Secretaries, Agency Heads, and Local Workforce Investment Boards, will have the ability to run ad hoc queries and management reports from their computer desktops.

In addition, we will develop a secure messaging facility for transmitting secure message content via the Internet. The purpose of this facility is to protect the confidentiality of customer data by using secure messaging protocols to protect data. Rather than using E-mail, which is not secure, this facility will use encryption services to transmit information. The general public and Local Workforce Boards will use this facility to transmit data securely and confidentially between their computer systems and the shared

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management information system.

A Job Vacancy Survey and an Employer Benefits Survey are currently being developed in the Labor Market and Demographic Analysis section of EIS.

Agency Financial Resources Summary:

The Virginia Employment Commission is almost entirely funded by federal administrative and benefit grants in addition to the Unemployment Insurance Trust Fund, (99.58%). Additional funding comes from the Special Unemployment Compensation Administration Fund (0.41%) and general funds (0.01%). FY 2005 revenue was approximately \$131M from federal administrative grants, \$48.6M from federal benefits grants and \$541.6M in the Unemployment Insurance Trust Fund

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$80,637	\$571,774,099	\$80,637	\$571,774,099
Changes To Base	\$1,530	\$40,816,368	\$1,530	\$52,948,502
AGENCY TOTAL	\$82,167	\$612,590,467	\$82,167	\$624,722,601

Agency Human Resources Summary:

Human Resources Overview

As of October 1, 2005 the Virginia Employment Commission has an authorized maximum employment level (MEL) of 1,037.5 classified positions, with 895 positions filled as of October 1, 2005. The VEC has 269.46 wage FTE as July 31, 2005. The VEC has 44 contract workers as of June 13, 2005.

The VEC currently has a Central Office in Richmond, two Customer Contact Centers in Grundy and South Boston, four Regional Offices, and 37 Field Offices.

The challenge facing the VEC is significantly reduced funding levels in Federal FY 2006, FY 2007, and the out-years, which is requiring large staff reductions in contract workers, wage (hourly) employees, and classified employees. We are consolidating several Field Offices. The VEC is reducing the number of contract workers by ending their contracts, laying-off wage employees, and not filling most classified positions as they become vacant.

Full-Time Equivalent (FTE) Position Summary

Effective Date: 10/1/2005

Total Authorized Position level 1037.5

Vacant Positions 142.5

Non-Classified (Filled)..... 0

Full-Time Classified (Filled) 890

Part-Time Classified (Filled) 5

Faculty (Filled) 0

Wage 361

Contract Employees 44

Total Human Resource Level **1300**

Factors Impacting Human Resources

The VEC's workforce continues to age. We have a significant number of managers, other agency leaders,

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and staff who are eligible to retire. While those leaders and staff are still employed with the agency, it is imperative that the VEC develop and implement plans that will foster an open and effective transfer of technical and program knowledge to future leaders, while also developing their leadership skills. VEC senior leaders and those leaders who plan to retire have the ultimate responsibility to ensure they are good stewards of human resources and provide developmental opportunities so others are prepared to assume leadership responsibilities and be competitive for higher-level positions. The VEC has conducted several internal surveys to better determine the retirement losses of leaders and staff. Many told us that they do not plan to retire when eligible.

In recent years, the VEC faced significant growth in the unemployment claims load, which was met largely through the hiring of additional wage (hourly) staff. The current decline in claims and budget requires the agency to now drastically decrease its reliance on wage employees. At the same time, the agency is transitioning our service delivery strategies in several core functions, which is impacting our structure, staffing levels, and employee morale.

Although there is some uncertainty about future VEC core functions and funding, primarily from external factors, the agency is transitioning positions and staff to meet our projected future staffing needs. We know that the VEC workforce, both classified and wage, will decrease in the next few years as our agency funding, almost exclusively from U.S. DOL grants, significantly reduce.

We identified the following positions as critical to the VEC:

Hearing Officers (Hearing Legal Services Officer I)
Field Office Managers (Program Administration Manager II)
Field Office Supervisors (Program Administrative Specialist II)
Quality Control Staff (Policy Planning Specialist I)
Tax Representatives (Financial Services Specialist I)
Tax Examiners (Administrative and Office Specialist III)
Disabled Veterans Outreach Program (DVOPs) (Program Administrative Specialist I)
Local Veterans Employment Representatives (LVERs) (Program Administrative Specialist I)
Office Services Specialists (Administrative and Office Specialist III) and other administrative support staff in the Administrative Law Division
Selected Information Technology positions

There are other key positions occupied by leaders and staff with institutional knowledge and program expertise that we are identifying to ensure that knowledge transfer and succession planning occurs, to reduce the impact of a "brain drain."

VEC Difficult to Fill Positions:

Hearing Officers (Hearing Legal Services Officer I)
Disabled Veterans Outreach Program (DVOPs) and Local Veterans Employment Representative (LVERs) (Program Administrative Specialist I)
Farm Placement Specialists (Program Administrative Specialist I)
Tax Representatives (Financial Services Specialist I)
Selected Information Technology positions

Anticipated Changes in Human Resources

As the Customer Contact Centers assume more of the Unemployment Insurance (UI) workload, VEC Field Offices are reducing the number of wage and classified staff. We recognize the need to reduce the number of wage employees to help meet budget constraints and are laying-off many wage employees by October 1, 2005. At the present time we are uncertain about how many classified employees will need to be laid-off.

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At the same time, we know we need to create a targeted recruitment plan and develop recruitment strategies that will target people with the critical skills, knowledge, abilities, and competencies needed for a variety of critical positions within the VEC, so the agency can emerge from its retrenchment activities with the talent to renew itself. At the same time, we will ensure we meet our goals in the VEC Equal Opportunity Plan to hire a diverse workforce that can serve the needs of our diverse customer population.

In the long run, we face a challenge for having an adequate budget to hire, train, and retain sufficient classified and wage staff to accomplish the VEC mission and goals. The more immediate concern is having a proactive transition plan that aligns our positions and people where they are needed and having skill development programs in place to ensure they can deliver competent and customer-oriented services.

The VEC procured a Learning Management System (LMS) in FY 2005 and will use it in a variety of ways for professional development purposes, including offering on-line courses, competency models, employee surveys, and tracking professional development progress. Additionally, we are implementing a computer based job aid, using Robo-help software for those VEC employees who have duties and responsibilities for processing unemployment insurance (UI) claims or job registration services in the two Customer Contact Centers or in VEC Field Offices.

Agency Information Technology Summary:

Current State / Issues

Information Technology Summary

The agency's information systems are hosted by the Virginia Information Technology Agency (VITA) and by third-party vendors. VITA operates and hosts the VEC's mainframe and server-based applications. The VITA hosts application software that supports our Unemployment Insurance, Employment Services, Finance and General Services, Workforce Investment Act and Economic Information Services business units. Third-party vendor applications are utilized to augment our mainframe applications. The Virginia Information Provider Network (VIPNET) hosts the agency's Internet based Unemployment Insurance claim filing application, the Virginia Department of Taxation hosts the Employer Tax Filing and Registration application (IFile/Ireg) and Geographic Solutions which hosts the Virginia's Electronic Labor Market Access (VELMA).

· Legacy Applications

The agency's legacy applications are those applications that run on the mainframe. The mainframe, as a technology, continues to be a scalable computer architecture. However, our legacy applications, which run on the mainframe, increasingly cost the agency more to operate than our server based information systems. Due to security restrictions on mainframe applications imposed by VITA, modern web-based applications are currently provided for elsewhere. The average age for these legacy applications is 20+ years. In modern information systems, most information systems lifespan average 5 to 7 years of age.

· Server-based Applications

The agency operates several applications that run on server computer platforms that utilize the Microsoft Windows operating system. These systems are less costly for the agency to operate, but require more expenditure for security hardware and software. These additional expenditures are required because of vulnerabilities inherent within the Microsoft architecture.

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Factor Impacting Information Technology

· VITA Transformation

Changes driven by the transformation to VITA impact the VEC's ability to serve the citizens of the Commonwealth, external agencies and internal Information Technology customers. After the transformation to VITA, the overhead costs for information technology related services has increased and as a result the VEC has been forced to reduced program expenditures that benefit citizens in order to meet the increased expense brought on by the VITA transformation mandates.

· Funding IT

The VEC is wholly funded by grants from the U.S. Department of Labor. Due to federal budget reductions, and increased technology costs brought on by the VITA transformation, the VEC has fewer funds available to operate its programs. This is due to increasing demands for services, unbudgeted mandates, and escalating costs that make the funding of Information Technology (IT) the most pressing issue facing the agency. Dealing with this issue requires that agency stakeholders understand the strategic value of IT and the risks associated with IT projects that fail or that do not deliver the expected value to the agency. Agency leaders understand the urgency of this issue and the need to determine realistic ways to eliminate shortfalls in funding the annual costs of critical IT related services.

· Infrastructure Management for IT

Managing the agency's IT infrastructure is becoming an increasingly complex task. The agency is seeking to maximize its investment in order to build secure, reliable, flexible, and scalable solutions. The push is toward integrated IT services that can bring information to citizens and staff at "anytime and anywhere" brings new challenges. The agency faces the enormous challenge of creating a workable information architecture and framework that facilitates the organization, maintenance, storage, security, and access to the Agency's data. At the same time, the Agency and citizens continue to press for higher system availability, increased network bandwidth, data storage, integration, and mobility for VEC IT application services.

An emerging expansion of infrastructure management is end-to-end service assurance, carrying a balance between component-centric and service-centric monitoring. Such a balance enables IT staff to be alerted when a service is not functioning correctly or when a component fails. This lessens the time that an application is unavailable to the citizen or agency staff member.

· Information Security

The increased utilization of computer networks with open portal services continues to be a prominent topic for the agency. The Internet provides exceptional opportunities for users but also increases the risks associated with information security. Access – together with regulatory requirements, distributed architectures, and hostile elements on the Internet – requires a greater expenditure on security related software and hardware and necessitates new security practices and updated policies.

· Information System Lifespan

The age of the information systems operated by the VEC exceeds twenty years of age. As a result these systems are developed using archaic systems development methodology and computer technology. This impacts the citizen due to our inability to provide Internet-based solutions that the public has become accustomed to in the private sector.

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Anticipated Changes / Desired State

· Unemployment Insurance

The VEC will need to modernize its UI Benefits and Tax system because the current UI business processes are based on the agency's needs that were established in the mid-1980s. Since that time, the UI statutory environment has changed and in some instances dramatically. The existing computer systems which support the delivery of UI Benefits are difficult to upgrade and costly to maintain. As a result of these concerns, we have identified two overarching goals for VEC's Benefits Modernization:

· Replace the existing UI computer applications using a foundation of new technology and improved design methods to improve flexibility and maintainability. Flexibility includes the ability to add new features and to incorporate system changes resulting from future law and policy changes.

· Improve the UI business processes; radically if necessary, to meet UI business needs that have changed since the mid-1980s. The new business processes are targeted to be significantly more efficient and adaptable to wide swings in workload.

· Benefit Audit, Reporting and Tracking System

We need to implement a Benefit Audit, Reporting and Tracking System that will help the agency prevent, detect and process both fraudulent and non-fraudulent unemployment insurance overpayments. We also want it to perform several types of audits, and automatically manage cases, which will reduce paper work and streamline the adjudication process for agents, claimants and employers.

· Appeals

We need an Appellate Hub for Appeals that will provide end-to-end service, and that will allow the ownership of all hardware and software necessary to conduct conference call hearings, digitally record hearings, archive and retrieve hearings for review, and purge old recordings. The agency will no longer need to purchase and maintain hardware or software associated with recorders, file servers, cassette tapes, etc., which is expensive since the hearing officers' telephones and PCs are distributed statewide.

· Web-based Financial Management Accounting System

The agency's financial personnel and management staff have struggled for many years to obtain timely and useful financial management information from the existing accounting system. This system is used for Federal reporting, which was developed for usage by State Employment Security Agencies in 1969. The existing system is complex, inflexible, fragile, and not user friendly.

The VEC wishes to procure a web based financial management/accounting system to replace its mainframe batch system. The new system will include modules for accounts payable, accounts receivable, general ledger, cost allocation, time distribution and procurement. Financial data is processed in an on-line, real-time environment. These features will greatly improve efficiency in financial processes, availability of management information, and the accuracy of accounting reports thus reducing the potential for audit findings.

· Virginia Workforce Network Information System

VWNIS modernization project will replace the existing Virginia Workforce Network Information System (VWNIS) with a modern state-of-the-art workforce Management Information System. The plan for the current management information system was conceived in January 2000 and has provided minimal utility to the overall Workforce System within the Commonwealth of Virginia. The concept and need for a replacement system is in response to the strategic and operational directives outlined by stakeholders of the Virginia Workforce Council, Local Workforce Investment Boards, and other partners of the Virginia Workforce Network (VWN). It has been determined through interviews, group analysis, and through problem determination/risk analysis, that the current management information system has not added value to the overall mission of the Virginia Workforce Network. In fact, the VWNIS has become the

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limiting factor in moving the vision of a unified workforce system forward within the Commonwealth. A new workforce management information system will provide the Virginia Workforce Network with the ability to integrate the Workforce Investment Act (WIA), Wagner-Peyser, Trade Act, Virginia Initiative for Employment not Welfare (VIEW), Labor Market Information (LMI), programs and other essential workforce system programs and components under a common information system. This common management information system will provide ALL workforce stakeholders with equal access to state-of-the-art workforce tools with the ability to coordinate and manage services among partnering agencies.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
Major IT Projects	\$0	\$30,567,866	\$0	\$20,500,000
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$0	\$30,567,866	\$0	\$20,500,000

Agency Capital Investments Summary:

Current State / Issues

- The VEC has 37 field offices, 2 Customer Contact Centers, a Central Office, and a Warehouse facility.
- The Commission owns ten facilities, while the remaining facilities are leased.
- The VEC owned facilities are the Central Office, the Covington Field Office, the Newport News Field Office, the Norfolk Field Office, the Williamsburg Field Office, the Lynchburg Field Office, the Charlottesville Field Office, the Harrisonburg Field Office, the Fishersville Field Office, and a vacant office in Petersburg, which will soon be transferred to the City of Petersburg.
- The VEC currently has a blanket capital project, of approximately \$1 million, to make changes to our field offices to facilitate common intake service delivery and the establishment of One-Stop Centers. In order to establish One-Stop centers, we need to reconfigure the space to accommodate partners and their programs. We have recently requested permission to expand the use of this blanket project for office closing and moving expenses.

Factors Impacting Capital Investments

- VEC will need to undertake a number of maintenance projects to properly maintain our owned facilities.
- Our Central Office is in need of renovation and reconfiguration to better align departments for a more efficient workflow and to make the best use of available space.
- We anticipate closing some of our field offices. Enhancement of service delivery, through telephonic contact centers and internet claims filing, combined with reduced workload due to an improving economy, and resulting reductions in federal funds lead us to take these actions.

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Capital Investment Alignment

Our planned capital investments will allow the agency to properly maintain the facilities it owns and close offices necessary to meet our budgetary constraints. This aligns with our mission of delivering coordinated workforce services. In order to deliver coordinated services we need to properly maintain our owned facilities, where our services are delivered. In addition, we need make the best use of our available space to improve efficiency. Our capital investments also align with agency's strategic direction of providing streamlined services.

Agency Goals

Goal #1:

Lead the development and implementation of the state workforce system.

Goal Summary and Alignment:

A well-prepared, skilled, and available workforce is among the most critical factors in economic growth. By developing a seamless and integrated workforce development system, the VEC will utilize and leverage its resources through a one-stop career center network that provides a single point of entry for employers, workers and job seekers. Additionally, the workforce development system will eliminate duplication of services, enhance participation, accommodate the demand needs of employers and improve customer satisfaction. This aligns with Virginia's long-term objective to be a national leader in the preservation and enhancement of our economy.

Statewide Goals Supported by Goal #1

- Be a national leader in the preservation and enhancement of our economy.

Goal #2:

Develop a high performance and customer focused agency workforce.

Goal Summary and Alignment:

Current and projected reductions in federal administrative grants puts the VEC in a position where it must restructure and reorganize to meet workforce system program demands, with reduced funding. Program and technical knowledge transfer is a key component for becoming a "learning organization" where information and knowledge are freely shared to sustain and enhance VEC service areas, while concurrently supporting personal career development. Our challenge will be to place the right people, with the right skills, at the right place, and at the right time to help preserve and enhance the economy throughout the Commonwealth.

Statewide Goals Supported by Goal #2

- Be a national leader in the preservation and enhancement of our economy.

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Goal #3:

Strengthen and expand the agency's internal and external communications.

Goal Summary and Alignment:

By developing a comprehensive agency communication plan that includes multiple methods and avenues of dissemination and reception of information, the VEC will more effectively partner with its various stakeholders. Additionally, by employing a dynamic and diverse external communications strategy, the VEC will increase the awareness, confidence and engagement of stakeholders in the workforce development system. The communications strategies will align with and support the Commonwealth's vision for the future and the VEC's Strategic Plan. Our commitment is to use the vision, mission and values, to drive and implement business decisions and to align employees' work to our vision. We will publicize performance measures and monitor progress, to hold individuals, teams, divisions and the agency accountable for results. In doing so, we will better inform citizens and engage with them to ensure we serve their interests.

Statewide Goals Supported by Goal #3

- Engage and inform citizens to ensure we serve their interests.

Goal #4:

Create efficient and aligned business processes and service delivery systems.

Goal Summary and Alignment:

By evaluating and redesigning its service delivery systems to embrace innovative solutions and incorporate proven best practices, the VEC will be positioned to effectively respond to the increasing demands for workforce services. Meeting these demands are critical to satisfying the needs of Virginia's employers while preparing workers to fully and productively participate in the 21st Century workforce. This aligns with Virginia's long-term objective to be a national leader in the preservation and enhancement of our economy.

Statewide Goals Supported by Goal #4

- Be a national leader in the preservation and enhancement of our economy.